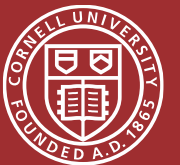


HOW 2020 IS RESHAPING THE HR OPERATING MODEL

Bradford S. Bell - William J. Conaty Professor of Strategic Human Resources and Academic Director, Center for Advanced Human Resource Studies

Beth Flynn-Ferry – Executive Director, Center for Advanced Human Resource Studies



*Impact of 2020 on the HR Operating
Model*

IMPACT ON THE HRBP ROLE

- Pendulum swings back on role definition during crisis
 - More firefighting and less strategic work (on surface)
 - Balancing data with empathy
 - Driving performance while allowing flexibility
 - Greater focus on DE&I and mental health
 - Increased role in Talent Acquisition
- New challenges to stay connected to employees
- HR silos more apparent – refocus on One HR

IMPACT ON HR SHARED SERVICES

- Pandemic drove and accelerated readiness for companies less advanced with HRSS and allowed them to “skip a generation”
- Technology and self-service in all areas of HR may not fit your culture
- As companies advance their HRSS, they become an organizational enabler
- The debate as to where to locate HRSS continues: HR function or GBS
- Employee Experience continues to be paramount
- Measuring success of HRSS could be through external benchmarks and/or net promoter scores

IMPACT ON CENTERS OF EXCELLENCE

- Pandemic accelerated and validated efforts to add new centers of excellence (e.g., organizational development, program management)
- Rethinking and retooling
 - Learning delivery – deciding when and why to prioritize in-person learning experiences
 - Internal mobility – better supporting employee mobility through redesigned career management and leadership training
 - Workforce planning – decoupling headcount forecasting from capability forecasting to better navigate uncertainty

Implications for HR Capabilities

SENIOR HRBP CAPABILITIES

Key Roles & Responsibilities

Organizational Effectiveness	Talent Strategy
Leadership Development	Coaching & Advising

Traits & Personal Attributes

- Strategic & “Big Picture” Thinker
- Interpersonal Savvy; Ability to Influence & impact
- Emotional Intelligence
- Candid, Courageous & Tough-Minded
- Ethics & Integrity/Trusted Advisor
- Business Outcome Focused
- Integrator & Applicator of Information & Knowledge
- Continuous Learner
- Applies Judgment Based on Both Experience & Data

Competencies & Capabilities

- Translates Deep Industry & HR Knowledge into Business Drivers
- Change Leadership
- Strategic Talent Mindset
- Leadership Development of Individuals and Teams
- Organizational Agility
- Complex Problem Solving
- Systems Thinking
- Basic Project Management Skills & Practices
- Consultation Agility
- Facilitation and Coaching Skills
- Technological & Social Media Savvy
- Global & Cultural Fluency

COE LEAD CAPABILITIES

Key Roles & Responsibilities

Thought Leadership & Innovation	Expert Analysis & Consultation
Global Program Design & Delivery	Global Process Ownership & Compliance

Traits & Personal Attributes

- Interpersonal Savvy/Strong Networker
- Lifelong learning
- Ethics & Integrity/Trusted Advisor
- Managing Ambiguity
- Strategic & “Big Picture” Thinker
- Customer & Service Focus
- Global Expertise
- Cross-cultural Understanding and Sensitivity
- Openness and Willingness to Innovate
- Ability to Collaborate and Network Across Silos

Competencies & Capabilities

- Deep Subject Matter Expertise
- Business-First Mindset
- Change Leadership
- Excellent Communicator (Internally & Externally)
- Solution Design & Management/Design Thinking
- Systems Thinking
- Continuous Self Development & Updating
- Complex Problem Solving
- Organizational Agility
- Expert Project Management Skills & Practices
- Consultation Skills
- People Management (Leading and Developing Teams & Others)
- Data/Digital Acumen

NEW AND AMPLIFIED CAPABILITIES

Change
Management

Organizational
Agility

Data and
Analytics

Collaboration
and
Partnering

DEVELOPMENT CONSIDERATIONS

Online
Fatigue

Sustainability

Social
learning

Blended Learning

A Look Ahead

TOP 5 TRENDS



QUESTIONS?

THANK YOU

See our website: cahrs.ilr.cornell.edu